

ICS Reg.

DCI/ICS 82-3930
24 November 1982

TRAIN

MEMORANDUM FOR

[redacted]
Acting Director, Office of Assessment and Evaluation
Ray Wotring
Executive Officer, Office of Assessment and Evaluation

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FROM:

[redacted]
Office of Assessment and Evaluation

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SUBJECT:

General Intelligence Training

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1. On 23 November 1982 I met with [redacted]
DIA/ACD (Career Development) to discuss current and proposed DOD intelligence
training initiatives.

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2. Several points of interest were raised:

- a. DIA has recently been instrumental in the establishment of a Strategic Debriefing Course at Fort Huachuca, based on an Air Force (AFSAC) proposal. OHC was unaware of this; I have briefed them.
- b. In a larger context, this is the first time DIA has played the role of a facilitator/Project Manager for a joint-service training project. It is foreseen that this portends a similar role in other general intelligence training due to separate but related developments.
- c. In August 1981 Air Force Intelligence (Maj. Gen. Marks) proposed that DIA take the lead in the development of a more comprehensive program for the management of general intelligence training. Specific areas to be addressed included: design, planning, programming and budgeting, and technical adequacy. This would give DIA much more of a controlling role rather than "review and coordinate." It would be more like NSA's role in cryptologic training, although it is not likely DIA would ever have as strong a controlling role as NSA.

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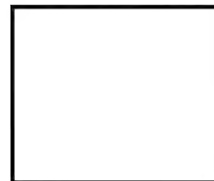
- d. As a result of this, OSD is working up a draft directive on General Intelligence Training. A meeting of all interested parties (the General Intelligence Training Working Group) chaired by the Assistant Deputy Under Secretary of Defense (Intelligence), was to be held in early December -- this has been slipped.
 - e. Meanwhile, I have been invited to attend a 14 December meeting of the DIA-chaired Intelligence Career Development Program meeting at which various initiatives in analyst training will be discussed. I plan to attend.
3. All of the above opens the door to an OA&E role in intelligence training -- if we want it.
- a. I believe there is a role for the ICS in this area. My experience in a management position at DIS showed me how much everyone is doing in isolation. DoD agencies at least talk occasionally among themselves - but not to anyone else (nor does anyone else try to talk to them). There is much commonality of effort and commonality of product - but little communication. My time here at ICS has shown me some obvious gaps and misconceptions about the content and effectiveness of intelligence training involving all agencies.
 - b. I have been told by a DIA representative that there was a move afoot in the mid-70s to establish a Training Committee at ICS. One of the reasons this died was the belief that existing mechanisms and offices would handle training problems as part of their routine operations (development of a system would include training considerations). The DIA man has categorized his resistance to this Committee as the single biggest mistake the Agency (and he) ever made in regard to training.
 - c. Several years ago a group called OTAG (Orientation and Training Advisory Group) met 1975-1979. The group apparently dissolved as the result of a change of leadership. This group had a very narrow focus, primarily language training and other HUMINT aspects. I have the minutes of the meetings of this group -- I intend to spend some time next week analyzing their efforts.
4. I recognize that training is not a "glamour" issue and doesn't involve "big bucks," but it is a key element in the effective utilization of the high-cost systems and in the accomplishment of the analytical process and the achievement of the final end-product. Since we are essentially talking about "All Source Training", OA&E is in an excellent position to take a lead in facilitating Community-wide efforts in intelligence training. My top-of-the-head reaction is that a Training Committee may well be required to get

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people aware that they have common problems, much less trying to solve them. Since I have a background in intelligence training management, this lends credence to our assuming a role.

5. With your concurrence, I would like to explore our becoming part of the General Intelligence Training Working Group (para 2d). (I think I can downplay any "threatening" aspects since I have worked with many of the players and since I am regarded as somewhat less of an enemy due to my AF blue suit).



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